



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
1 RESERVE WAY
ST. LOUIS, MO 63132-5200

AHRC-MSL-B

1 November 2006

MEMORANDUM FOR Director of Military Personnel Management, Office of the Deputy Chief of Staff, G-1, 300 Army Pentagon, Room 1D435, Washington, DC 20310-0300

SUBJECT: CY06 CSM/SGM/USASMC Selection Board – Consolidated Issues After Action Report

1. General. The CY06 CSM/SGM/USASMC Selection Board identified the following issues as matters of concern during the selection process. While highlighting concerns, these issues do not disclose the internal working procedures of the selection board.

2. After Action Comments. The following issues are deemed relative and are organized in the following categories:

a. Board Consideration File Content and Quality.

(1) Issue: AGR Enlisted Record Brief (ERB) and TPU/IRR/IMA DA Forms 2-1 and 2A Maintenance and Updates.

(a) Discussion: The AGR Enlisted Record Brief (ERB) and TPU/IRR/IMA DA Forms 2-1 and 2A provided the board with the first complete picture of the Soldier. Every attempt must be made to review and update the ERB to ensure a correct reflection of the awards, military schooling, assignment history, overseas duty, and so on. The ERB is a snapshot of the Soldier's career. Make sure it is a good reflection of the Soldier and his or her qualifications.

(b) Recommendation: ERBs are ultimately a Soldier and First Line Leader responsibility; however, U.S. Army Human Resources Command and the Soldier's chain of command must continue to assist all Soldiers with these updates. Every effort must be made to allow Soldiers access to correct entries on the ERB as it represents the Soldier during promotion boards.

(2) Issue: Letters to the President of the board.

(a) Discussion: Only prepare a letter to the President of the board if absolutely required to ensure that a substantive piece of information gets before the board. Ensure the letter is properly formatted IAW AR 25-50, clear and concise, and reflects a positive image of the Soldier.

(b) Recommendation: Only submit letters for significant and substantial reasons that require board review. Make every effort to prepare your file prior to the start of the board.

AHRC-MSL-B

SUBJECT: CY06 CSM/SGM/USASMC Selection Board – Consolidated Issues After Action Report

(3) Issue: Soldier preparation for the promotion board and award discrepancies.

(a) Discussion: Soldiers must crosswalk their photograph, ERB, and documents in their board file to ensure that all information is correctly reflected and presents a positive image. All awards and decorations should be present in the photograph, annotated on the ERB, and documented in the Awards section of the board consideration file. The board observed several ERBs that listed award of the Bronze Star, Soldier's Medal, and/or Legion of Merit. However, in some cases the Soldier's photograph or the awards section of the board file revealed no such proof of these awards.

(b) Recommendation: Chains of command should strongly encourage Soldiers to review and update their board consideration files prior to the board. Soldiers must ensure that every award is reflected in each part of their board consideration file (photograph, ERB, and awards section).

(4) Issue: Format of the Biographical Summary for TPU, IRR, and IMA Soldiers.

(a) Discussion: The board notification memorandum provides guidance on the proper format for biographical summaries submitted by NCOs applying for TPU CSM positions. Adherence to the guidance indicates attention to detail and reflects well on the considered Soldier.

(b) Recommendation: Chains of Command must review board consideration files with the Soldier to ensure that the biographical summary and other documents are submitted IAW the board notification memorandum.

b. Noncommissioned Officer Evaluation Reports (NCOERs).

(1) Issue: Leadership bullets on NCOERs.

(a) Discussion: NCOERs must contain quantitative bullets to show that Soldiers have performed in leadership positions and have future leadership potential.

(b) Recommendation: Raters, Senior Raters, and Reviewers need to be highly engaged in the development of Soldiers and be able to articulate their Soldiers' abilities or lack of abilities on the NCOER.

(2) Issue: NCOER content.

AHRC-MSL-B

SUBJECT: CY06 CSM/SGM/USASMC Selection Board – Consolidated Issues After Action Report

(a) Discussion: Although our service operates under an extremely high OPTEMPO today, NCOERs seemed to have very little reference to deployed/operational service overseas in the AOR. On occasion, an award citation would reflect overseas service, but this service and experience should be highlighted on the NCOER, either in duty location, duty description, or bullet comments.

(b) Recommendation: Raters, Senior Raters, and Reviewers should give more attention to detail in preparation of the NCOER. Overseas or deployment experience should be annotated in part I of the NCOER.

(3) Issue: Administrative errors in NCOERs.

(a) Discussion: Some NCOERs contained significant administrative errors, such as blank duty descriptions or MOS fields, blank Senior Rater block checks, missing height/weight and APFT data, APFT data from outside the rating period, and improper rating chains.

(b) Recommendation: Tighten oversight in administrative compliance to regulations. The use of acronyms on NCOERs should be discouraged.

(4) Issue: Reoccurring NCOER bullet comments.

(a) Discussion: Numerous board files contained consecutive NCOERs with identical bullet comments for several years' worth of evaluations. This suggests that the Soldier and Soldier's rating chain put no effort into the evaluation. This does a disservice to the Soldier, the command, and the Army. We condone complacency and bad mentoring by allowing these NCOER comments.

(b) Recommendation: Tailor each NCOER to the performance for that particular rating period. Ensure that comments are not repeated from year to year.

c. General Observations.

(1) Issue: Lack of professional development and duplicate duty positions.

(a) Discussion: Many Soldiers served in identical positions or the same position for too many years. Soldiers need diverse developmental positions to be prepared for future leadership positions and promotion.

(b) Recommendation: Soldiers need to be more assertive and seek positions that will allow them an opportunity to grow their careers. For AGRs, the Active Duty Management

AHRC-MSL-B

SUBJECT: CY06 CSM/SGM/USASMC Selection Board – Consolidated Issues After Action Report

(b) Recommendation: Soldiers need to be more assertive and seek positions that will allow them an opportunity to grow their careers. For AGRs, the Active Duty Management Division (ARADMD) needs to better align soldiers using their military education and experience to better serve the Army. Career mapping development programs should be implemented identical to what has been created for our Active Component Soldiers.

(2) Issue: Disciplinary documents in the board file.

(a) Discussion: Soldiers need to pay particular attention to disciplinary documents reflecting actions early in their careers. Disciplinary actions that are over 20 years old do not reflect well on a Soldier or on their current performance or potential. It is the Soldier's option to petition to remove these documents.

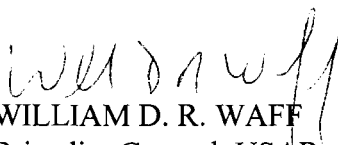
(b) Recommendation: Soldiers should petition to have these documents removed from their files IAW AR 600-8-104.

(3) Issue: Qualifications for CSM for TPU/IRR/IMA Soldiers.

(a) Discussion: Soldiers applying for selection to CSM who want to be competitive with their peers should have some experience serving in special areas listed in the Memorandum of Instructions, such as First Sergeant duty, Inspector General duty, Instructor duty, Drill Sergeant duty, Recruiting duty, and Equal Opportunity duty, among others.

(b) Recommendation: Soldiers applying for TPU CSM appointments should have a background reflecting a broad scope of experience, with special emphasis on First Sergeant and Platoon Sergeant experience, to include some of the special categories listed in the MOI.

3. In summation, NCOs who fared well on this board showed a strong personal interest in managing all aspects of their career: professional development, records management, and leadership progression. It is up to the individual soldier to manage their own career. It can not be left to others to do it for them.


WILLIAM D. R. WAFF
Brigadier General, USAR
Board President